

EXAMPLES OF INITIATIVES AND/OR
ACCOMPLISHMENTS OF THE OFFICE OF PERSONNEL
IN THE AGENCY PERSONNEL MANAGEMENT AREA
DURING THE PERIOD OF THE PAST THREE YEARS

4 January 1976

Institution of Modification of Government
Printing Pay System

During a survey of OL Printing and Photograph Division, PMCD determined that although the basic functions in the Division fit those performed at the Government Printing Office, there were differences in Agency utilization of personnel which required adjustment. Based on an agreement dating from the takeover of the printing plant from GPO, the Agency is obligated to use GPO as a "lead Agency" in the pay setting process for GP employees. However, due to staffing in OL and the needs of the Agency, PMCD determined that utilization of employees in OL/PPD surpassed the flexibility and qualification requirements normally found at GPO. The OL employees are being required to perform duties normally separated by union shop barriers. Therefore, it became necessary to devise a system which recognized those distinctions. In coordination with OL, PMCD has designed and implemented a revision to the GP system. Within the general context of GPO practices our employees may be rewarded by pay and advancement for acquisition and utilization of training and skills normally considered to be in excess of requirements for their respective trades. Agency ability to respond to printing requirements has been enhanced by eliminating the potential for delays which may have occurred pending the availability of a specialist to perform certain phases of the work.

JOINT OP AND OTR INITIATIVES

Early in 1973 as the PDP was being formulated it was evident management training would be an important part of the Program. OP, in cooperation with OTR and the DDA, examined the management training then available within the Agency and it was determined that a training gap existed between the "Mid-Career" and Senior Seminar" levels. The "Management Seminar" was then developed to fill that need.

OP's analysis of the APP and PDP are impacting on the entire training arena and most specifically on PDP related training. An example of this is the need to identify certain training requests as being the result of PDP requirements.

Development of an Agency Position Classification Standards
Development Program

A position classification standards program patterned after the Federal Factor Evaluation System (FES) but modified to meet the Agency's particular needs was launched in 1976. This program was instituted to provide a more tangible and understandable (i.e., to component managers and employees) system of Agency position classification.

In this regard PMCD/OP has initiated action to develop, test and publish position standards covering eight occupational series for which the CSC has produced in draft form position standards for Government-wide application. As standards are developed and tested by PMCD, they will be released to Deputy Directors for review and comment as to the adequacy of the occupational coverage and factor level distinctions. In addition, a developmental effort has been initiated in the broad spectrum of positions allocable to the Intelligence Production series. Developmental work is also underway toward a Factor Evaluation Standard for the evaluation of Agency supergrade positions.

DEVELOPMENT OF THE PDP - PART I

In early 1971 the Office of Personnel designed and developed an experimental program called the Personnel Movement and Management Program aimed at a uniform Agency approach to systematically planned employee development.

This program was never actually implemented, however, in mid 1972 in response to Mr. Colby's, Executive Director/Comptroller, request of OP to develop a structured employee development program for Agency application the PMMP was used as the basic plan from which the current PDP was developed.

27 September 1972

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support

SUBJECT : Personnel Development Program

1. At the Director's Annual Conference in May it was agreed that it would be appropriate to develop a Personnel Development Program (PDP) in the Agency and to meet the requirements of the Office of Management and Budget on this subject. The Office of Personnel has developed the attached Program, which is a refinement of the Personnel Movement and Management Program approved for initiation in mid-1971 but never actually implemented. I believe that this Program should provide us the basis for sensible executive development with a minimal amount of extra paper work and bureaucratic agony.

2. Before establishing it as a formal program, however, I would like to review the matter at a Deputies Meeting in order to obtain your comments as to its probable effectiveness, and acceptance of it, and the reasonableness of the effort required. I would hope comments would be focused on these major matters, as minor variations could certainly be worked out in the Program as it proceeded, and I would hope to launch the Program officially in the very near future, since we had originally hoped it would be in effect by the time of our annual report to the Civil Service Commission as of 30 September.

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W. E. Colby

Executive Director-Comptroller

cc: Director of Personnel
Inspector General
General Counsel

DEVELOPMENT OF PDP - PART II

In the initial development of the Agency Personnel Development Program emphasis was placed on Executive level development (Part I) with future extension of the program to include non-executive level professional and technical personnel.

In 1974 the Office of Personnel developed with subsequent approval by the Management Committee and the DCI, the "Developmental Profile" system (PDP - Part II) whereby the Career Services have a basis for the professional development of young professionals and technicians at the grades GS-09 through GS-15 level by function or discipline within grade groupings.

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Institution of Overtime Provisions of the
Fair Labor Standards Act (FLSA)

PMCD has played a significant role in implementing the overtime provisions of the FLSA. In this regard, guidance material was developed and applied by PMCD staff personnel in determining the FLSA designations (exempt and nonexempt) of Agency positions. The Phase I review of Agency supervisory positions to determine whether exemption criteria was met has been completed. Similarly, FLSA determinations under Phase II for administrative, professional, technical and secretarial positions are approximately 75% completed. Employees in the U.S. have been notified of their FLSA designation, and employees serving overseas have been notified of their exempt status. Instructional material has been developed and issued to component personnel officers for designating employees Exempt or Nonexempt from the overtime provisions of the FLSA, and for processing FLSA status changes into PERSIGN II. PMCD developed and presented 11 sessions of a one-day FLSA Orientation Course to approximately ☐ component administrative and personnel officers. This course was designed to provide the objectives, concepts and methodology underlying the overtime provisions of the Act, in order that the course participants would have the necessary knowledges and skills in making appropriate FLSA designations for Agency employees in the future.

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Instruction of Management of
~~Government Printing System~~ *Pay* ~~Modification~~

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Instructions
Overtime Provisions of the Fair Labor Standards Act (FLSA)

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PERSONNEL MANAGEMENT SYSTEMS/PROGRAMS

- Development of studies, proposals and options for PASG consideration of new approaches (policy and programs) toward uniform Agency standards for Career Service operations.
- Development of "Guidances" to Heads of Career Services on Mobility, Personnel Evaluation, Promotion and Counseling.
- Development of PDP Part I.
- Development of PDP Part II.
- Development of modelling and simulation techniques for projecting estimates of future retirements, strength, occupational mix, etc.
- Development of "descriptors" for use in establishing uniformity in Career Service competitive evaluation ranking exercises.
- Development (with collaboration of PSS/OMS) of Employee Attitudinal Survey to provide basis for evaluation of effectiveness of personnel management implementation by the Directorates.
- Development with collaboration of PSS/OMS, of Morale Survey.
- Development and institution of Agency Careers Committee (to provide a forum for Career Service representatives to exchange information, experiences and enhance inter-Career Service understanding and cooperation).
- Development with collaboration of PSS/OMS and OTR of Counseling Course for Career Service management officers and counselors.
- Development with collaboration of OTR of the OTR "Management Seminar" to support the PDP program.

POSITION MANAGEMENT AND CLASSIFICATION

- Development of Agency Position Classification Standards Development Program.

- Institution of overtime provisions of the Fair Labor Standards Act (FLSA).
- Institution of Graphic Arts Pay Schedule for OTS.
- Institution of modification of Government Printing Pay system for PPD/OL.